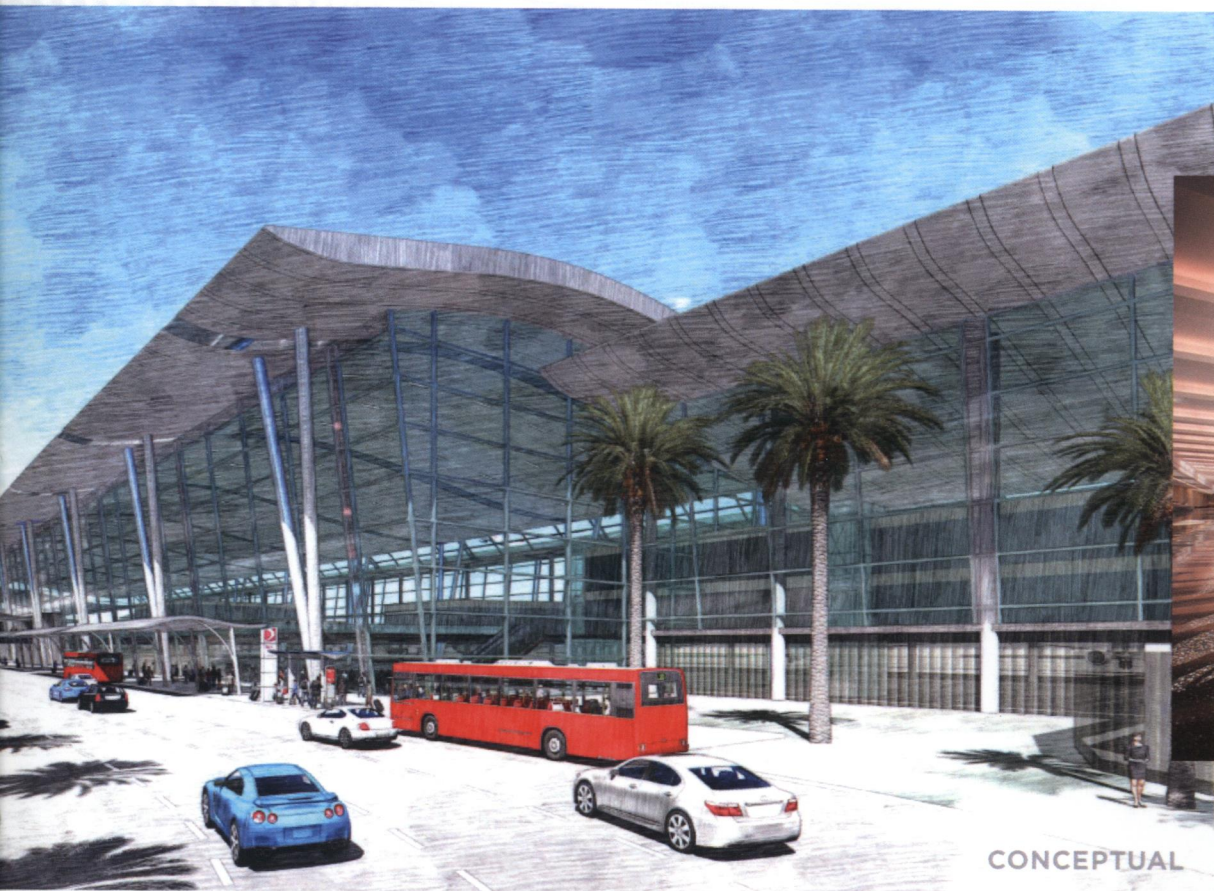


SAN DIEGO
COUNTY
REGIONAL
AIRPORT
AUTHORITY



AIRPORT DEVELOPMENT PLAN PROJECT SUMMARY



CONCEPTUAL

SAN.ORG/Plan

A MESSAGE FROM OUR BOARD CHAIRMAN & PRESIDENT/CEO



APRIL BOLING
Board Chairman



KIM BECKER
President/CEO

San Diego International Airport has seen unprecedented growth in passenger numbers over the past decade. Nowhere is the impact of this growth more evident than in Terminal 1 - an outdated 52-year-old facility that is no longer capable of providing the kind of customer experience our passengers have come to expect.

The replacement of Terminal 1 is the centerpiece of the San Diego County Regional Airport Authority's Airport Development Plan (ADP), which envisions a series of improvements intended to ensure that our passengers' first and last impression of San Diego is positive.

This document serves as a companion to the ADP's Draft Environmental Impact Report, originally released in July 2018 and then revised and recirculated in September 2019. What happened during the intervening 14 months? The community had a lot to say about the plan. We held more than 100 meetings and did a lot of listening. Then we went back and revised our thinking to make the project work better for everyone.

When we say "everyone," we're talking about the 24 million people who fly each year to visit families and friends or conduct business; as well as our neighbors who live and work around the airport; and, of course, the 9,400 people who come to work at SAN every day.

The ADP must also align with the plans of our regional partner agencies and ensure the airport is seamlessly connected to the region's transportation and transit infrastructure.

This document is a roadmap detailing the results of our journey over the past year—the changes we've made to the ADP and the commitment we've made to the community. And that commitment will continue with more dialogue and more listening as we work toward final approvals, groundbreaking and a grand opening.

Thank you for taking this journey with us.

EXECUTIVE SUMMARY

The San Diego County Regional Airport Authority's Airport Development Plan (ADP) envisions the replacement of the aging and outdated Terminal 1 and related improvements to San Diego International Airport (SAN). This is your airport and our goal is to ensure it can continue to provide a first-class customer experience for decades to come.

The planning process has been a collaborative experience with regional partner agencies, stakeholders and the greater San Diego community as efforts are made to identify improvements that work for everyone. SAN exists to bring people together. We connect businesses on a global scale, and we connect families whether they live upstate, across the nation or around the world.

RECORD GROWTH

The need for the ADP has been fueled by the tremendous growth seen in passenger volumes over the last several years. In fact, SAN is the busiest single-runway commercial airport in the nation today.

The airport served 24 million passengers in 2018, a record-high and nearly 10% increase over 2017. This includes more than 1 million international passengers – which is a 19 percent increase over 2017 -- also a record for the airport.

The airport has broken the record for passenger numbers for five consecutive years.

Typical passenger growth at SAN is about 2% a year on average, but SAN has far exceeded that in recent years.

The impacts of this growth are most evident in Terminal 1, which everyone agrees needs to be replaced with a more modern and efficient facility. A new Terminal 1 will help provide a comfortable, convenient and efficient travel experience for passengers, while being more energy-efficient. It will also ensure that SAN can continue to help sustain and grow the regional economy by:

- » Serving as an attractive gateway to facilitate commerce
- » Enhancing the visitor experience
- » Improving transportation and transit options for passengers, the 9,400 people who work at SAN, as well as those who live and work around the airport
- » Creating a better experience for San Diegans flying out of SAN
- » Ensuring the airport practices sustainability. For example, providing a series of improvements that conserve energy and water while lowering carbon emissions, and also providing financial and economic stability through a nimble plan of finance, and, finally, being a responsive community partner and job provider.



SAN generates about \$12 billion in economic impact for the region annually. It is one of the nation's "Core 30" airports - which refers to airports in major metropolitan areas with the highest volume of passengers.

The airport has achieved this status despite the constraints of having only a single runway. The runway, not the terminals, determines the airport's ultimate capacity.

Air passenger growth will continue to grow regardless of whether Terminal 1 is replaced. The FAA and the marketplace dictate how many airplanes can take off and land. However, a new Terminal 1 will ensure that the airport can provide a better experience for passengers as their numbers increase. The airlines serving SAN agree, and have already negotiated new airline lease agreements to financially support the ADP.

ENVISIONING A MODERN, EFFICIENT TERMINAL 1

When Terminal 1 opened in 1967, it served 2.5 million passengers that year. In 2018, the same facility served more than 12 million.

Its design is dated, inefficient for passengers and is inefficient in its energy consumption. The new Terminal 1 would be a more modern and efficient facility with up to 30 gates - 11 more than the existing Terminal 1. It would offer more gate-area seating, restaurants and shops, as well as additional security checkpoints with more lanes and a host of energy-efficiency upgrades.

A new interior passageway, post-security, would connect the new terminal to the existing Terminal 2 East. This would eliminate the need for passengers to pass through security a second time when connecting through SAN. A more efficient baggage handling system would be added, as well.

The need for the ADP has been fueled by the tremendous growth seen in passenger totals over the last several years. In fact, SAN is the busiest single-runway commercial airport in the nation today.

A proposed on-airport access road would remove an estimated 45,000 cars per day from North Harbor Drive. Further, a dual-level roadway in front of the new terminal would separate arriving and departing passenger traffic, similar to the roadway supporting Terminal 2.

A series of airfield improvements, including new, redesigned taxiways, would help reduce aircraft taxiing times, resulting in reduced greenhouse gas emissions.



Hydrant fueling – an underground fuel-delivery system that would serve aircraft parked at gates – would reduce the need for trucks to deliver fuel to aircraft, also resulting in less emissions and quicker turnarounds at gates.

The runway, not the terminals, determines the airport's ultimate capacity.

REVISED ENVIRONMENTAL STUDY TO BE RECIRCULATED

The original Draft Environmental Impact Report (DEIR) for the ADP was released in July 2018. Comments received on the original plan resulted in increased dialogue. In fact, the Airport Authority has held more than 100 meetings with stakeholders and other government agencies in the past year, leading to important refinements.

One major issue related to the ADP has been transit connectivity to the airport. The Airport Authority believes a strong connection to the region's transit system is extremely important for its passengers, for the 9,400 people who work at SAN, and for overall traffic circulation in the area around the airport.

To that end, the Airport Authority is working with SANDAG and other regional agencies to assist in their efforts to determine the best

transit solution for carrying people to the airport. The Airport Authority has set aside space between the terminals for a transit station that could connect to a project chosen by regional transportation planning agencies.

At this time, the technology for moving those passengers is still being studied and the Airport Authority is "technology agnostic" at this stage. However, the designated transit station area can accommodate whatever system is ultimately chosen by SANDAG and others. In addition, the Airport Authority will launch an all-electric shuttle fleet that will carry transit riders from the Old Town Transit Center to the airport and back. This service is set to launch in early 2020.

Examples of other areas of regional concern, and how the Airport Authority is addressing them in the revised DEIR, include:

- » **Forecast:** The official activity forecast that projects growth in passenger numbers and flights has been updated, using data from 2018. The new forecast was approved by the FAA in mid-2019.
- » **FAA Funding for Off-Airport Improvements:** The Airport Authority has submitted a request to the FAA to approve using airport revenues to help fund off-airport roadway and transit projects to improve mobility to the airport.
- » **Parking:** The size of a planned parking structure in front of the new Terminal 1 has been reduced by 2,000 spaces, from a maximum of 7,500 spaces to 5,500 spaces



(a net increase of only 650 spaces from 2018), to make room for the potential transit station.

- » **Climate Action Plan:** The revised ADP is better aligned with the City’s Climate Action Plan. Initiatives include expanded electric vehicle charging infrastructure, a bicycle path on Harbor Drive and new incentives to promote alternative commuting habits among employees. In August 2019, the Airport Authority was notified that it has earned a “Level 3+” Airport Carbon Accreditation rating, only the second airport in North America to receive this rating. This rating acknowledges the efforts made by the Airport Authority to reduce carbon emission under the Authority’s direct control (namely, from fuel used in fleets and generators, purchased electricity, and staff business travel), engaging with airlines and other business partners to help them reduce their onsite emissions, and to offset the remaining carbon emissions under its direct control.
- » **Sea-level Rise:** The Airport Authority has completed a plan to address impacts from higher sea levels, more intense rainfall and extreme heat. For example, there is a plan to expand stormwater systems that provide the ability to capture and reuse more than 39 million gallons of rain annually. The Airport Authority is also partnering with Scripps Institution of Oceanography to monitor sea levels using advanced sensors in San Diego Bay.

» **On-Airport Access Road/Exit**

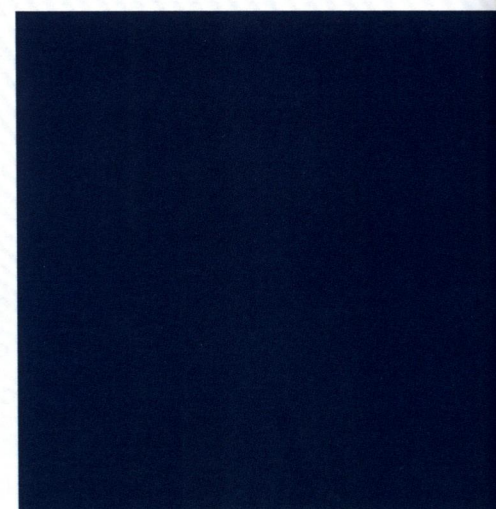
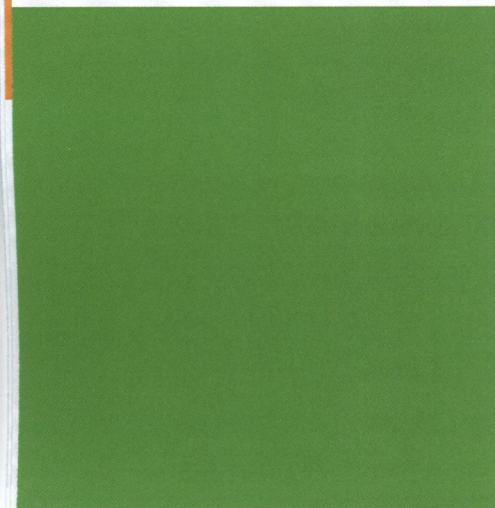
Right-of-Way: The Airport Authority has set aside right of way for outbound lanes, which could be added to the on-airport road in the future, further reducing traffic on Harbor Drive.

WHAT HAPPENS NEXT?

After a 45-day period to gather comments on the revised DEIR, the Airport Authority will synthesize the new input and endeavor to present the report to the Airport Authority Board for certification by early 2020.

The California Coastal Commission and federal environmental approvals processes will follow, and if all approvals are secured, the Airport Authority intends to break ground in 2021 and open the first phase of the new Terminal 1 (19 gates) by 2024.

The Airport Authority believes that a strong connection to the region’s transit system is extremely important for its passengers, for the 9,400 people who work at SAN, and for overall traffic circulation in the area around the airport.

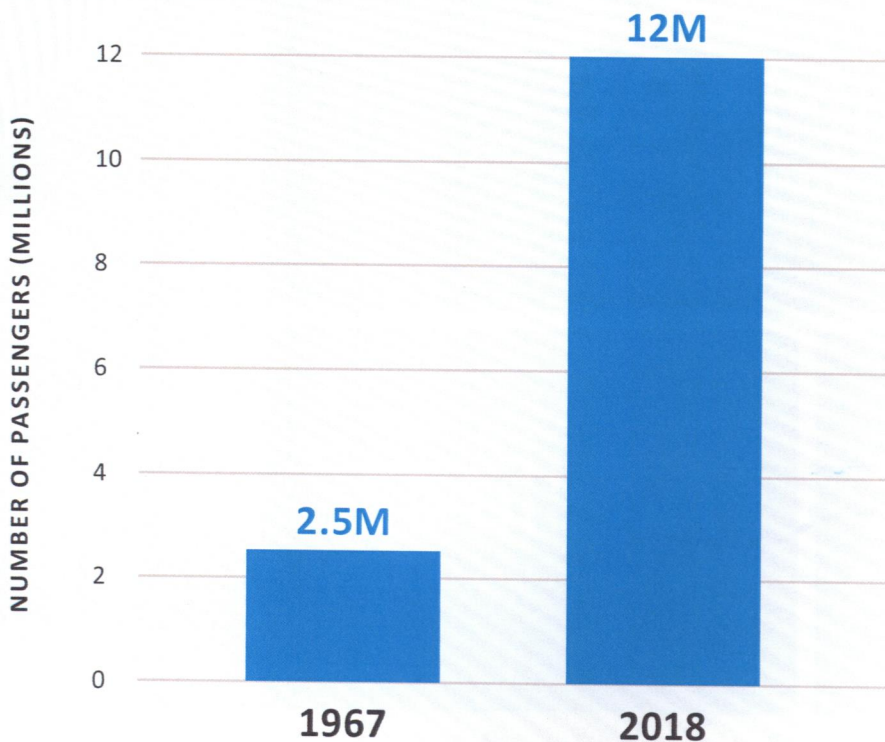


ENVISIONING A NEW TERMINAL 1

When Terminal 1 opened at San Diego International Airport (SAN) in 1967, it was not designed to operate for 50-plus years. It served 2.5 million passengers in its first year. In 2018, the same facility served more than 12 million. For roughly half of our passengers, Terminal 1 provides their first impression of San Diego. Admittedly, it's not a very good one. The Airport

Development Plan (ADP) envisions a new, more modern facility and related improvements that make getting to the airport easier for everyone. The San Diego County Regional Airport Authority has also prioritized connecting the airport to San Diego's transit system, providing improved roadway access to the airport, and reducing traffic congestion.

TERMINAL 1 PASSENGER GROWTH



In 1967, the new Terminal 1 served about 2.5 million passengers. In 2018, it served more than 12 million.

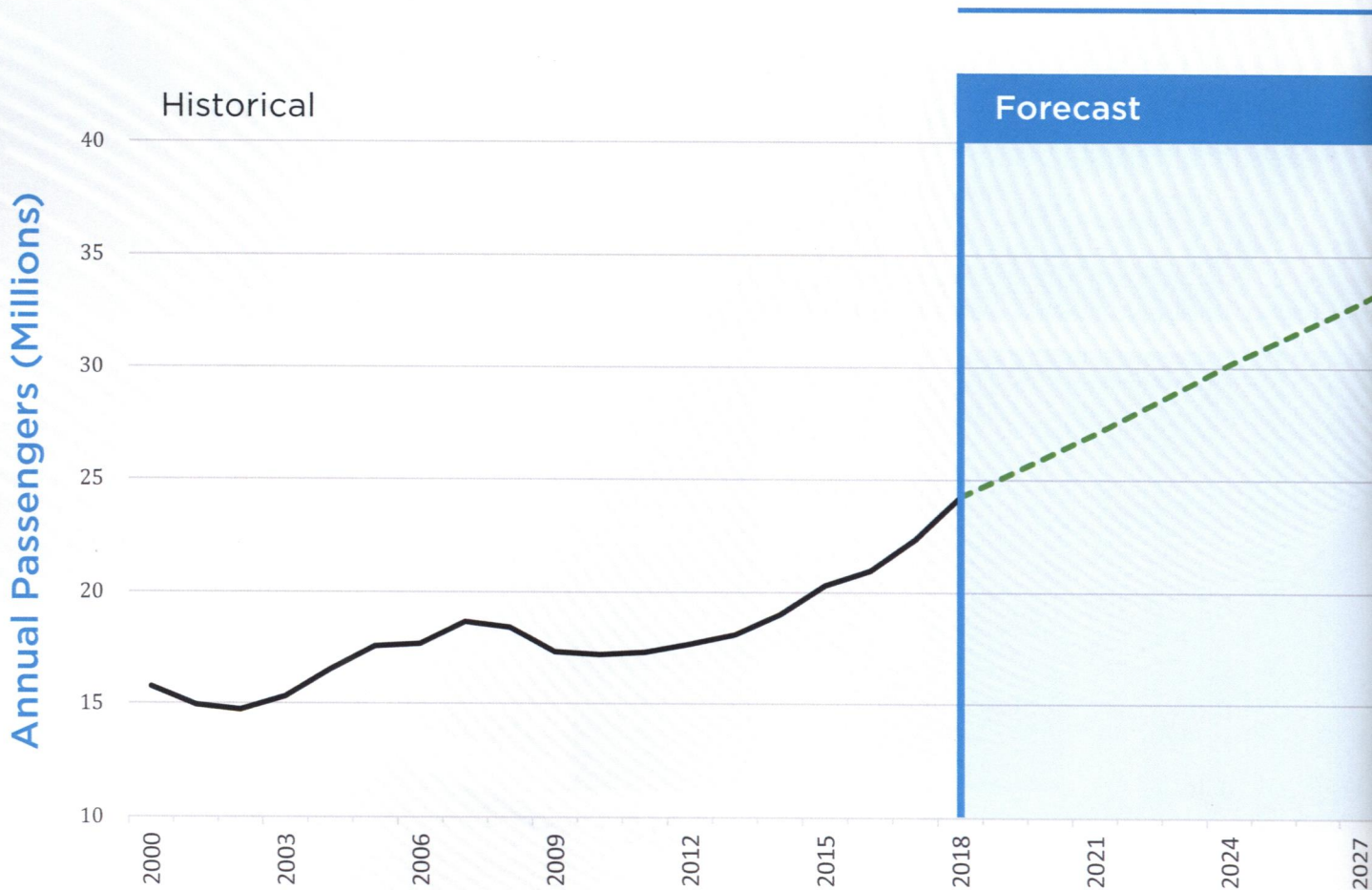
ADVANCING AIRPORT IMPROVEMENTS

The Airport Authority has updated its aviation forecast using the most recent available data, reflecting the unusually high growth in passengers and flight operations at SAN in recent years, as well as expectations for future growth.

As airports approach capacity, airlines typically implement changes to continue to meet increasing demand for travel by:

- » Using larger planes to accommodate more passengers
- » Filling more seats per flight
- » Adjusting flight schedules to reduce peak-hour congestion.

The airport's capacity is limited by its single runway and a departure curfew (11:30 p.m. - 6:30 a.m).



2018 WAS A RECORD YEAR

24 Million
Total Passengers

1 Million
International
Passengers

225,058
Aircraft Operations

2035 PROJECTIONS

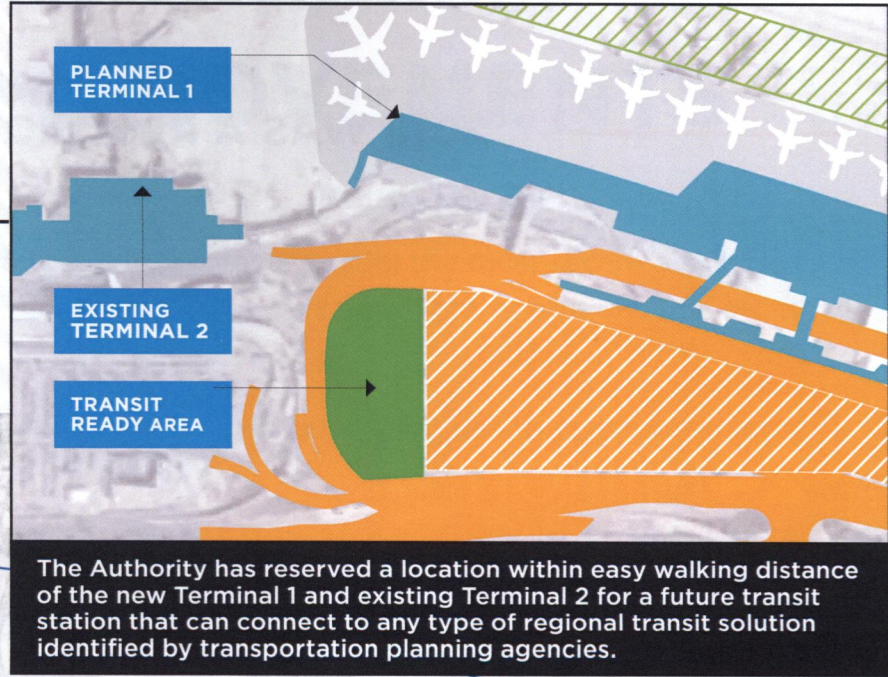
39+ Million
Total Passengers

3 Million
International Passengers

282,800
Annual Aircraft Operations

Learn more at san.org/forecast

Transit-Ready Area in Detail



Full length Taxiway A

Terminal 1 Replacement
 Phase 1A (Open 2024) = 19 gates
 Phase 1B (Open 2026) = 11 gates

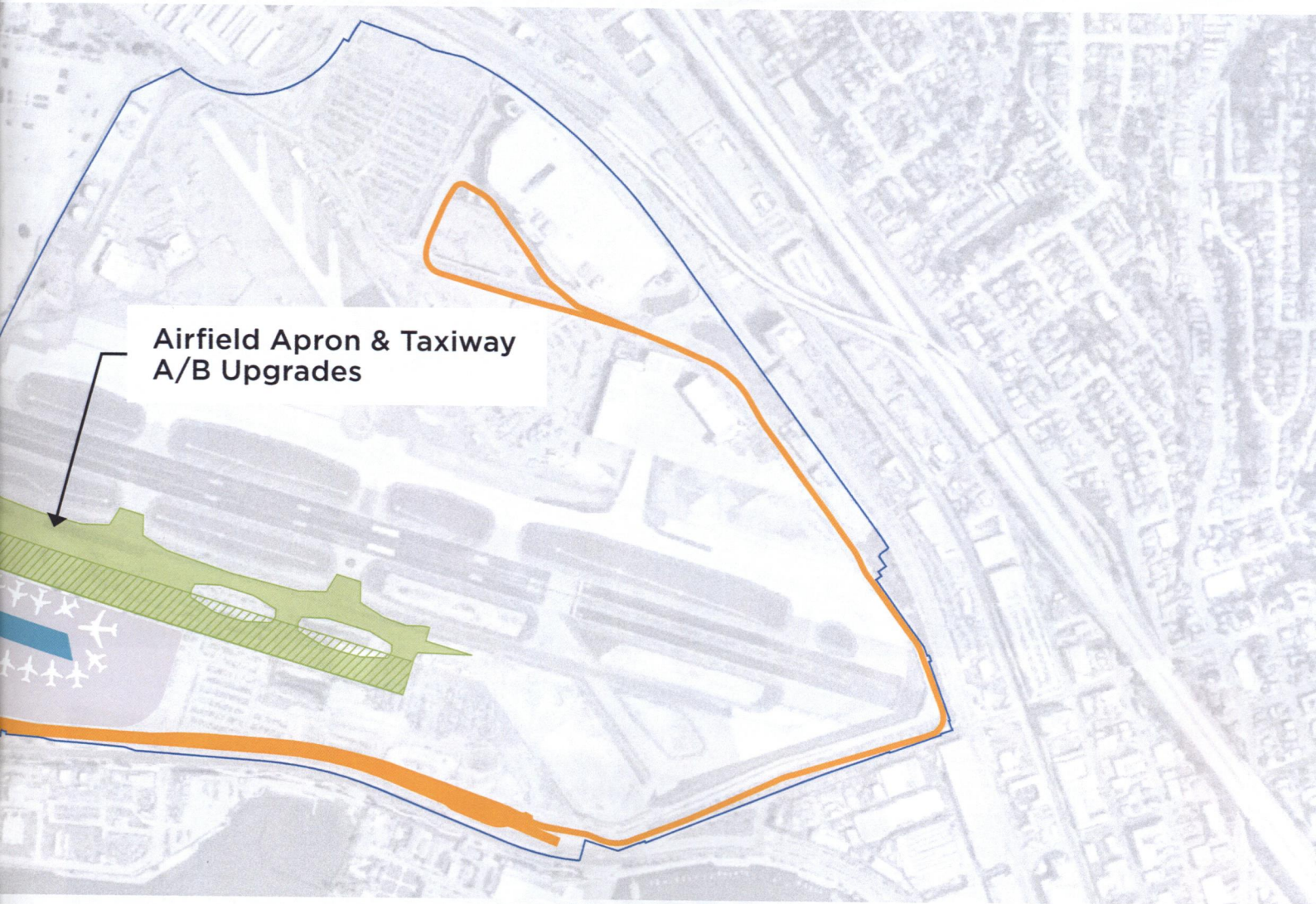
● PROPOSED TERMINAL 1 REPLACEMENT

New Terminal 1 would be constructed with 30 gates and jet bridges connecting passengers to larger hold rooms with more seating, new concessions, a larger ticket lobby, additional security lanes and bigger baggage claim.

● ON-AIRPORT ACCESS ROAD

A new airport access roadway would allow airport-bound drivers to merge from Laurel Street and North Harbor Drive onto a three-lane, free-flow roadway without intersections. This would remove an estimated 45,000 vehicle trips per day from westbound N. Harbor Drive.

UPGRADING THE AIRPORT EXPERIENCE



Airfield Apron & Taxiway
A/B Upgrades

● TRANSIT-READY AREA

An area would be preserved for a future transit station that would connect to a regional transit extension and convey passengers within easy walking distance of existing Terminal 2 and the proposed new Terminal 1.

● AIRFIELD IMPROVEMENTS

SAN's capacity for carrying passengers is limited by its single runway. However, the new Taxiway A and other airfield upgrades would improve efficiency and help reduce aircraft taxiing times.

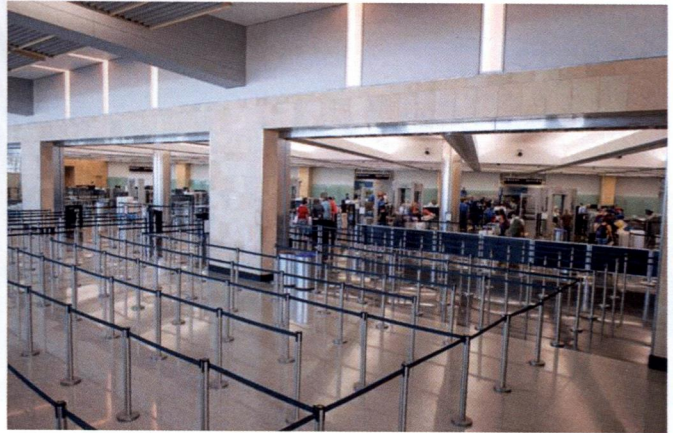
IMPROVING THE CUSTOMER EXPERIENCE

TERMINAL 1

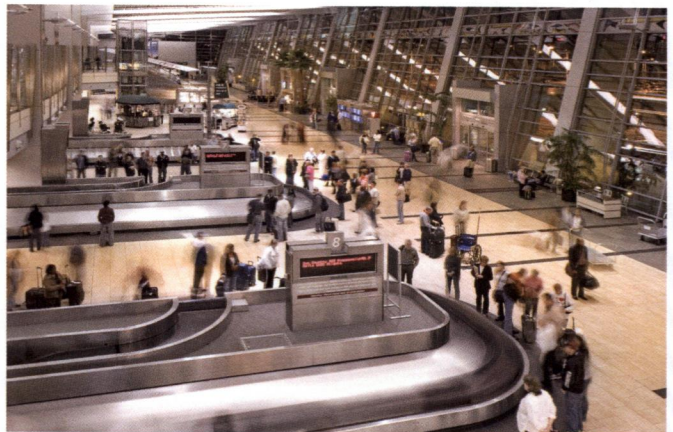
SECURITY CHECKPOINT



TERMINAL 2



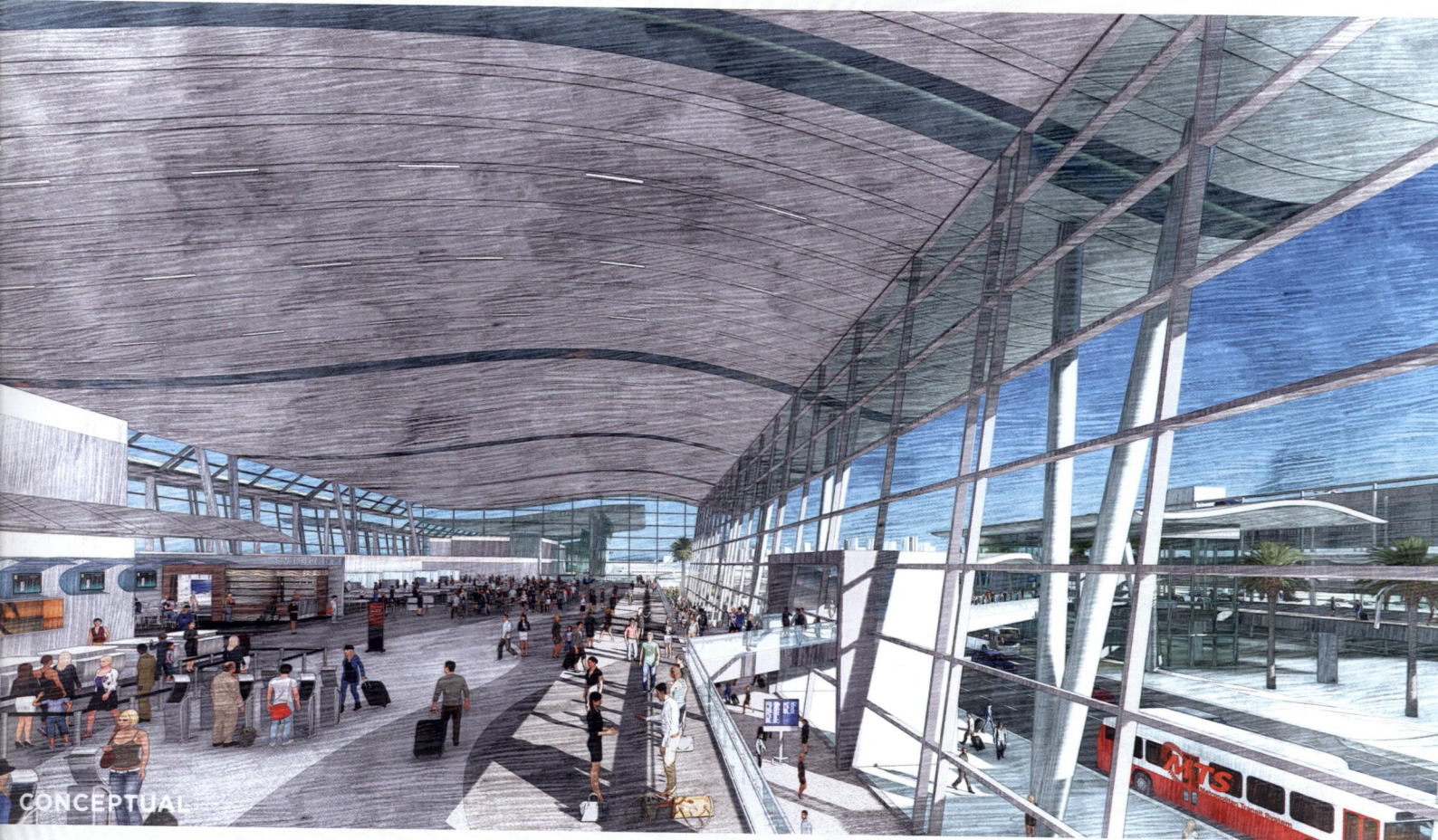
BAGGAGE CLAIM



NEW TERMINAL 1



ADDING TERMINAL AMENITIES



Terminal 2, which was expanded in 2013, provides a much more open and efficient passenger experience than the 52-year-old Terminal 1, as shown in the photos on the previous page. The ADP proposes replacing Terminal 1 with a modern and more efficient facility with the following amenities:

- » Up to 30 gates (the existing Terminal 1 has 19)
- » Additional security checkpoints with more lanes

- » More gate-area seating
- » New restaurants and shops

A new interior passageway, post-security, would connect the new Terminal 1 to the existing Terminal 2 East. This means passengers can access all of the airport's 61 gates post-security without having to be rescreened.

STREAMLINING MOBILITY AND ACCESS

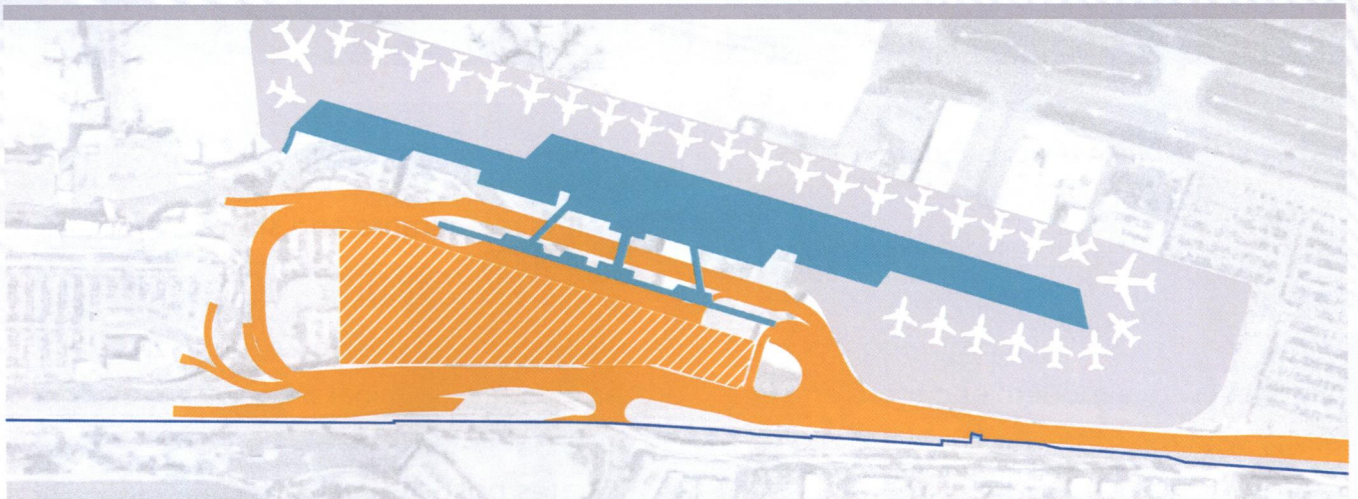
ADP-Specific Access Enhancements

OLD TOWN TRANSIT CENTER SHUTTLE



No-cost, electric shuttle service would transport passengers from the Old Town Transit Center to the airport. The existing on-airport Terminal Link Road would reduce transit times (and traffic impacts) for this service.

PASSENGER PICK-UP/DROP-OFF AND PARKING



The new Terminal 1 would feature a dual-level roadway (pictured) similar to the one in front of Terminal 2 separating arriving and departing traffic, helping to ease congestion at the curbfront. A state-of-the-art parking plaza in front of the new Terminal 1 would provide close-in parking and would minimize walking distances. The parking plaza would replace surface parking lots, and would provide up to 5,500 parking spaces. With this structure, the airport would have an overall net increase of only 650 parking spaces from current parking levels.

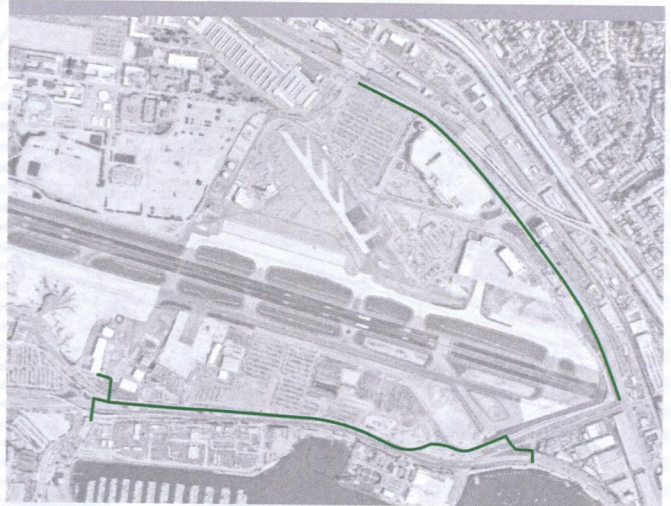
The Airport Authority has worked hard to ensure the ADP aligns with and complements the long-term planning efforts of other regional agencies.

ON-AIRPORT ACCESS ROAD



The planned on-airport access road removes an estimated 45,000 vehicle trips per day off Harbor Drive, providing capacity for transit improvements proposed by transportation agencies.

BICYCLE LANES AND PEDESTRIAN PATH



Bicycle lanes would be added on the north side of Harbor Drive and Pacific Highway. A multi-use pedestrian path would be enhanced on the north side of North Harbor Drive. Both elements are consistent with the City of San Diego's Downtown Mobility Plan.

REGIONAL TRANSIT LINK



The transit-ready area set aside between the terminals would allow the airport to connect to any regional transit solution, including SANDAG'S Regional Mobility Hub proposed for the NAVWAR property or SANDAG's original Intermodal Transit Center site, both north of the airport.

BUILDING A SUSTAINABLE REGIONAL ASSET

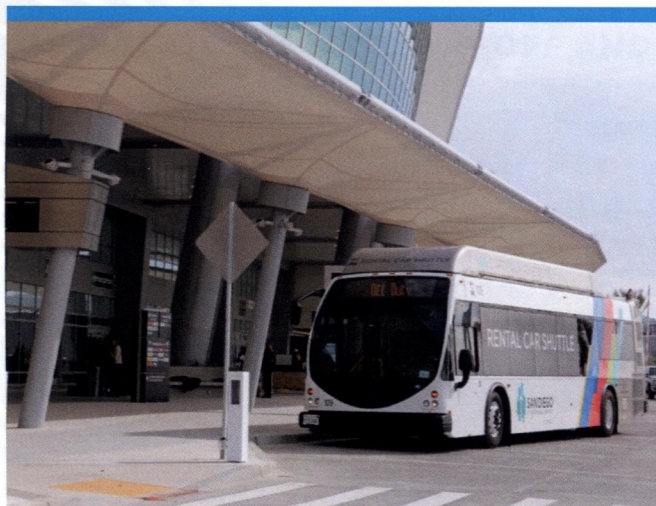
EXISTING SUSTAINABLE PROGRAMS



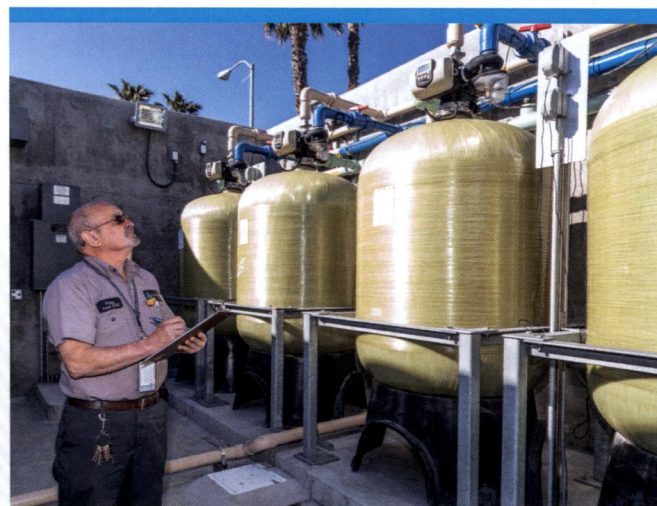
Solar panels on terminal roofs and carports in parking lots generate electric power for the airport.



Our campus-wide electrical distribution grid on airport sends solar-generated power where needed.

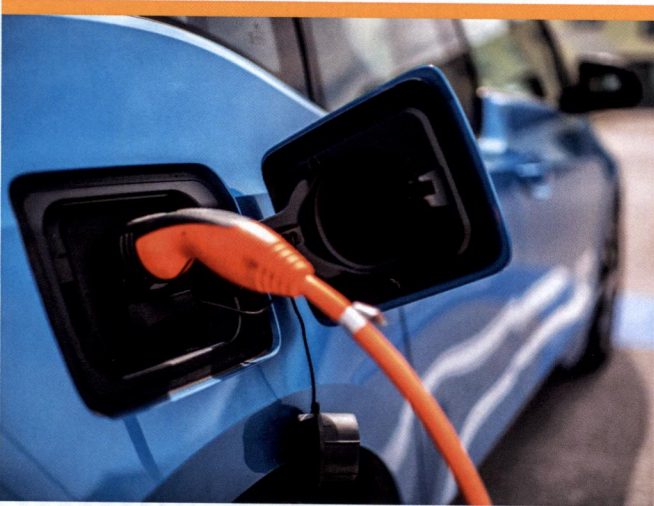


One of only two airports in North America to reach Airport Carbon Accreditation Level 3+ ("Carbon Neutrality"). Alternative fuel-powered shuttle pictured.



Stormwater capture system at Terminal 2 Parking Plaza reduces runoff to San Diego Bay.

FUTURE SUSTAINABLE PROGRAMS



250 electric-vehicle charging stations would be installed in public parking areas.



Hydrant fueling system would eliminate need for tanker trucks.



Expanding stormwater system to capture, store and reuse up to 39 million gallons of rain annually.



All-electric shuttle service would carry transit passengers between Old Town Transit Center and the airport.

Learn more at sustain.san.org

PLANNING FOR CLIMATE RESILIENCE

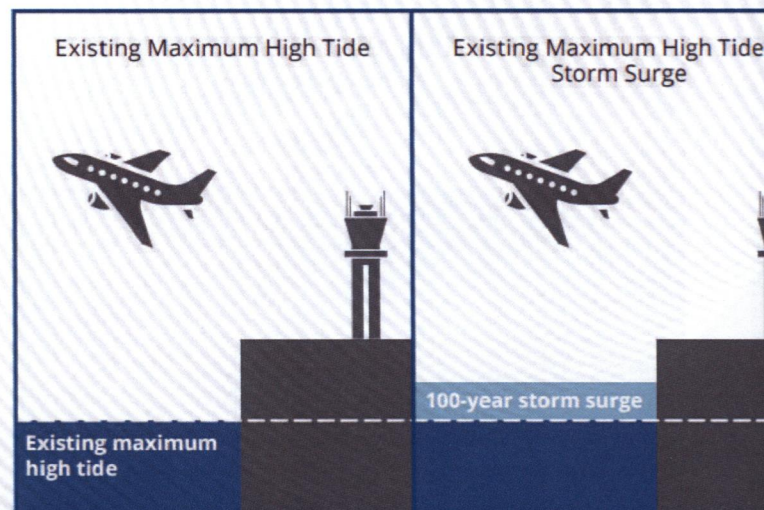
CLIMATE RESILIENCE PLAN ACCEPTED MAY 2019

SAN is a metropolitan facility, surrounded by San Diego Bay and downtown. Given the location and geography of the airport, climate change represents a challenge for the Airport Authority. Airport infrastructure and operations have been established based on historical environmental conditions and may require adaptation to an evolving climate that could potentially bring higher sea levels, more intense rainfall, and more extreme heat. To maintain business continuity and prevent asset damage, it is important to take a proactive stance, find ways to adapt, and take advantage of built-in adaptive capacity in existing assets and practices. The Airport Authority considers climate resilience one of the critical elements of its sustainability program, warranting the development of a dedicated Climate Resilience Plan (CRP) as part of the Sustainability Management Plan.

Figure: Graphic Representation of Sea-level Rise

ACHIEVING BUSINESS CONTINUITY

The CRP serves as the Airport Authority's strategy for achieving uninterrupted business continuity in future climate conditions. The Airport Authority is proactively working toward long-term solutions that would allow for improvements in areas related to climate resilience that go beyond complying with existing regulations. These initiatives range from improving storm drainage capacity in low-lying areas to collaborating with regional stakeholders to explore large scale coastal flood protection strategies. The goal is to ensure that extreme weather events do not impact airport operations or Airport Authority assets, or affect the customer experience.



Our new Climate Resilience Plan models sea-level rise out to 2100. A 100-year storm surge could cause localized flooding, but at no point in the modeling does the airport become permanently inundated. [Learn more at san.org/green.](http://san.org/green)

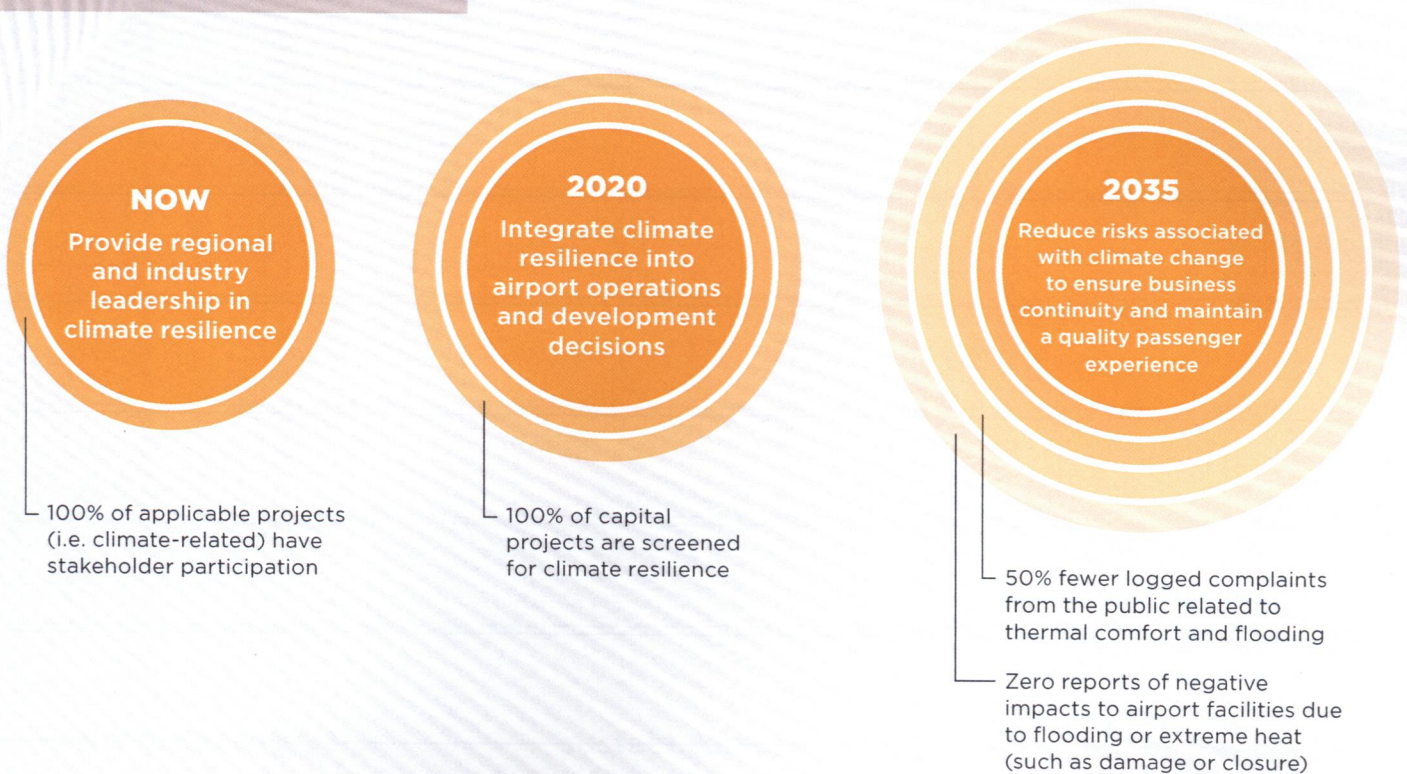
MANAGING CLIMATE CHANGE

The CRP provides an organized framework for enhancing climate resilience by adapting existing infrastructure and practices, while incorporating future climate conditions into future projects. The Airport Authority envisions addressing climate change through three primary focus areas: how we manage (governance), how we learn (awareness), and how we build (infrastructure). This Plan builds on existing Airport Authority initiatives and programs to define an overarching strategy aimed at creating a more resilient airport.

The Airport Authority developed goals, with associated targets and metrics, to represent where the airport will be in the next 15 to 20 years, in terms of climate resilience.



Figure: Time-frame of Goals and Metrics





SAN DIEGO
COUNTY
REGIONAL
AIRPORT
AUTHORITY



SAN DIEGO
INTERNATIONAL AIRPORT

LET'S GO.

